

Field Report: Software AG's webMethods OneData for RDM

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Why is "Reference Data Management" So Important?

For many software vendors and Global 5000 enterprises, Reference Data Management (RDM) is a relatively new offspring of Master Data Management (MDM) functionality. RDM provides the processes and technologies for recognizing, harmonizing and sharing coded, relatively static data sets for "reference" by multiple constituencies (people, systems, and other master data domains). Many current MDM vendors such as IBM, Informatica, Orchestra Networks, and SAP have re-purposed their MDM hub functionality to manage reference data as a special type of master data. For Software AG, RDM is not something new as most of their customers, such as Avon, Nokia, and Wellpoint have been mastering reference data in OneData for years.

Such a system provides governance, process, security, and audit control around the mastering of reference data. In addition, RDM systems also manage complex mappings between different reference data representations and different data domains across the enterprise. Most contemporary RDM systems also provide a service-oriented architecture (SOA) service layer for the sharing of such reference data.

Prior to the availability of commercial RDM solutions, organizations built custom solutions using existing software such as RDBMS, spreadsheets, workflow software (business process management or BPM) and other tools. Such systems often lacked change management, audit controls, and granular security/permissions. As a result, these legacy solutions have increasingly become compliance risks. Because reference data is used to drive key business processes and application logic, errors in reference data can have a major negative and multiplicative business impact. Mismatches in reference data impact on data quality affect the integrity of BI reports and also are a common source of application integration failure. Just as businesses no longer build their own CRM, ERP, and MDM systems, so too are organizations beginning to acquire commercial RDM solutions, which can be easily tailored or configured and have the full ongoing support of a major software vendor.

Within the realm of commercial RDM solutions, there are two main families: "multi-domain RDM," and "real-time RDM". "Multi-domain RDM" solutions are non-industry specific solutions that can span functional areas (finance, risk and compliance, human resources) and content types (ISO country codes, and other non-volatile reference data to be mastered and shared). "Real-time RDM" is typically a very high performance solution for use in the capital markets industry (brokers, asset managers, and securities services firms) as well as command and control military/intelligence markets.

Increasingly, many large enterprises have begun to make RDM their initial test case or proof-of-concept for their MDM evaluations. As a consequence, MDM vendors are rushing to market RDM solutions to apply an MDM approach for centralized governance, stewardship and control. Cognizant, iGATE Patni, Kingland Systems, Wipro Technologies, and other systems integrators will move into the "securities master" market (some by OEMing of Informatica and IBM MDM). By 2015, pervasive, low cost RDM will be commoditized via the efforts of Microsoft and Oracle as

these vendors provide low or no-cost RDM solutions as part of their software families. Moreover, as many large enterprises have begun to make RDM their initial test case or proof-of-concept for their MDM evaluations, the vendor community is responding by providing easier-to-manage entry points into RDM use cases using either existing MDM platforms or purpose-built RDM solutions which use MDM as their foundation. Clearly, managing “simple” reference data will prove to be a key sales entry point for large enterprises and their MDM vendors. Additionally, RDM can be expected to become a “ramp up” point of entry for many organizations planning for CUSTOMER, PRODUCT master and other domains, as well as an entry point into master data governance. Moreover, RDM is needed in both operational and analytical MDM use cases where the capability is often used to provide attributes, hierarchies and KPIs.

During 2013-14, we believe a great amount of current and next-generation commerce will be facilitated by on-premises and cloud-based RDM solutions to support both “private” and “public” reference data. “Public” reference data is what many people typically think of when they consider reference data. Public reference data is based on standards where overall consistency is a primary goal. Examples of public reference data include industry standards (GS1 GPC), national standards (FIP 10-4, US Census MSA/CSA), International Standards (ISO, ISIC), and data from vendors (Bloomberg, D&B, S&P). “Private” reference data is used to maintain consistency when doing business with external parties. Examples of private reference data include financial and organizational hierarchies, and employee organizational structures. Mapping logical connections between different master data domains and reference data illustrates that both kinds of reference data (public and private) have a large number of connections to every MDM domain. This means that an error in reference data will ripple outwards affecting the quality of the master data in each domain, which in turn affects the quality in all dependent transactional systems. The heavily interconnected nature of reference data is why it requires separate management and governance.

Clearly, Reference Data Management is a major IT initiative being undertaken by a large number of market-leading global 5000 enterprises. Both as an IT discipline and a commercial off-the-shelf software solution, RDM solutions are being brought to market at an increasing pace. Additionally, RDM is a good entry-level project to show success for initial MDM investment which can be built on as a data governance model.

BOTTOM LINE: Software AG webMethods OneData is a proven multi-domain RDM hub. Due to the highly inter-related nature of reference data, this semantic model-based MDM solution provides a flexible RDM solution to provide support for an organization's data models for both private and public reference data. Additionally, its strong workflow, hierarchy management, and BPM integration address the need for RDM governance. During 2012-13, organizations evaluating RDM solutions should review their use cases and consider Software AG webMethods OneData solution for RDM applications— independent of other pre-existing MDM investments.

The "Field Report" Methodology

2012-13 "MDM & Data Governance Road Map". Part of the deliverables for our client Advisory Council is an annual set of milestones to serve as a "road map" to help Global 5000 enterprises focus efforts for their own MDM programs. For planning purposes, we thus annually identify ten milestones that we then explore, refine and publish via our MDM Alert research newsletter. This set of "strategic planning assumptions" presents an experience-based view of the key trends and issues facing IT organizations by highlighting: MDM, Data Governance, Customer Data Integration (CDI), Product Information Management (PIM), and (as of 1H2012) Reference Data Management (RDM).

Thus the 2012-13 MDM road map helps Global 5000 enterprises (and IT vendors selling into this space) utilize these "strategic planning assumptions" to help focus their own road maps on large-scale and mission-critical MDM projects. During the following year, we use these milestones as the focus for our analyst research in that every research report we write either confirms or evolves one or more milestones as its premise:

1. Pervasive MDM
2. Data governance
3. Business process hubs
4. Universal MDM
5. Reference data
6. Social MDM
7. Identity resolution
8. Big data
9. Business-critical MDM
10. Budgets/skills

As an industry-funded multi-client study, the MDM Institute is releasing its **"Reference Data Management: Market Review & Forecast for 2012-15"** during 2H2012. Among other benefits, this industry report provides insights into: what is RDM, what are the business drivers for RDM, what are the major use cases, what are the technical challenges, who are the major solution providers (software vendors and consultancies), how to evaluate such solutions, and what are the best practices for RDM in the large enterprise. Additionally, the MDM Institute is providing a series of Field Reports that will provide details on the merits and caveats of the variously marketed commercial multi-domain RDM solutions. Please reference <http://tcdii.com/mdmresearch/researchAgenda.html> for the latest editorial calendar of such Field Reports.

The majority of this Field Report on Software AG's webMethods OneData capabilities therefore represents our analyst opinion buttressed by in-depth reviews, evaluations and (often) hands-on proof-of-concepts executed by the membership of the MDM Institute's Advisory Council.

Evolution of webMethods OneData as a Reference Data Management Solution

Software AG's webMethods OneData solution is most often deployed as a multi-domain MDM solution. In our informal surveys, the majority of Software AG's customers also use the software for RDM (in addition to other domains such as products, customers, assets, and locations). While there have been a number of solutions that specifically address the straight through processing (STP) and real-time requirements of the capital market industry (i.e., Asset Control, Eagle, GoldenSource, et al), the wM OneData product is arguably a 4th generation MDM hub (SOA architecture, integrated data governance, integrated BPM) that has found frequent uptake as an RDM solution in large enterprises. In short, the Software AG MDM platform also provides out-of-the-box RDM services to centrally create, change, import from external sources (e.g., Dun & Bradstreet), govern and distribute reference master data across an enterprise's entire landscape.

Reference data is but one of multiple domains that webMethods OneData has found success in "mastering". In short, it treats reference data as yet another type of master data domain similar to the way the MDM software manages CUSTOMER and PRODUCT master data. This provides a number of major advantages to the deploying organization:

- Common MDM support services to administer and deploy
- Common MDM infrastructure to manage
- Full Service-Oriented Architecture (SOA) support with integration to Software AG's BPM solution
- Ability to connect reference data to both customer and product master data in addition to managing hierarchies across other external data sets

In our informal survey of the customer base, we found Software AG's multi-domain MDM hub used as an RDM solution in the majority of their customer base. We also found that approximately 95%+ of webMethods OneData customers are using the software for more than 2-3 domains. Concurrently, we have found that many IT departments are willing to consider a standalone RDM solution as an adjunct to their mega vendor MDM (e.g., IBM, Informatica, Oracle or SAP). This is because IT departments have found that MDM solutions that are designed for a specific domain such as Customer (Informatica MDM, IBM MDM Server) or Product (PIM solutions) are harder to adapt to RDM requirements. Software AG's MDM software can also manage the reference data used to map dimension and attributes across analytical tools or reporting systems, especially. The Software AG product has already been tested and vetted as an RDM solution at a number of large global enterprises such as Allianz, Avon Products, Chubb Insurance, General Electric, Givaudan, Nokia, Parexel, Pepsico, State of New Jersey, SwissGrid and Wellpoint for both "public" and "private" forms of reference data.

Summary Evaluation - Top 10 Evaluation Criteria

As part of the interactions with its Customer Advisory Council, the MDM Institute captures and promotes models such as "top 10 evaluation criteria" for key MDM-related subsystems. During 2H2012 and as part of the background research for the much more comprehensive "**Reference Data Management: Market Review & Forecast for 2012-15**" report, more than thirty Global 5000 size enterprises shared their software evaluation processes and also contributed commentary and supporting details for a set of "top 10" evaluation criteria for RDM solutions. These evaluation criteria (figure 1) are discussed in more detail in the above referenced market study. The majority of this Field Report in turn takes these "top 10" evaluation criteria as a framework to discuss and understand the capabilities of Software AG's MDM solutions as an RDM Hub.

1. Ability to Map Reference Data — webMethods OneData's MDM capabilities include the ability to maintain a canonical view of reference data to enable the creation of a "standard" across the enterprise. However, not every application can consume or use the canonical representation. An RDM hub therefore must be able to manage application-specific or local representations of a reference data set in addition to the canonical data set. Software AG's built-in Metadata Registry capabilities are used for metadata mapping between the metadata model in OneData and external systems.

One can also use the built-in OneData Interchange Mapping functionality which allows for inbound and outbound mappings from/to data definitions, sources and destinations such as flat files, xml files and databases. These interchange mappings can be accessed either from the OneData UI or by using OneData's RESTful web services.

2. Administration of Reference Data Types — One of the common problems with custom-built RDM solutions is that the many different types of reference data cannot be easily represented by a single data model. The data model needs to be constantly changed and extended to support new reference data sets, and new properties specific to the varied types of reference data being managed. This typically requires substantial development work and IT intervention. With webMethods OneData the administration of reference data "types" is the same as for any other data type. OneData is able to categorize the data using references and hierarchical data structures maintained in the form of conceptual objects — where a "conceptual object" is a logical object, as opposed to a physical object. This enables logical groupings of related physical objects and all their attributes for easier (group) management.

3. Management of Reference Data Sets — With Software AG's RDM capabilities, management of reference data sets is the same as any other data set, with User Role management, versioning, security, workflows, data governance, etc. By providing intuitive UIs and a flexible data model, webMethods OneData enables an enterprise to quickly install, configure and import reference data with minimal need for ongoing IT involvement. Software AG's MDM hub enables reference data stewards to immediately perform role-based CRUD (create/read/update/delete) operations over an enterprise's reference data sets — with full end-to-end (E2E) lifecycle management and versioning. With the business user as the design point, all of the UIs and stewardship processes are thus defined for RDM, not MDM. This is in contrast to RDM solutions built as a custom domain on a multi-domain MDM platform. Such RDM-via-custom-domain solutions typically entail more initial implementation work than a purpose-built RDM packaged offering. In addition, the custom build approach usually requires additional development effort on an ongoing basis. OneData can also manage data sets that reside outside of the OneData repository using its Remote Object capability. This enables the collective management of reference data residing in the OneData repository as well as reference data outside of it. The advantage is that this makes management of data sets in those objects much easier and is a unique differentiator relative to other commercial RDM solutions. In interviews with RDM consultants and Software AG customers, we found that there are sophisticated and large IT organizations that have applied OneData for this purpose on top of (in addition to, and integrated with) their Informatica or Oracle operational MDM hubs.

Figure 1 - RDM Evaluation Criteria

1. *Ability to map reference data*
2. *Administration of reference data types*
3. *Management of reference data sets*
4. *Architecture/performance*
5. *Hierarchy management over sets of reference data*
6. *Connectivity*
7. *Import & export*
8. *Versioning support*
9. *Security & access control*
10. *E2E lifecycle management*

Source: The MDM Institute

4. Architecture/Performance — A critical dimension of RDM platforms, in terms of architecture, is accessibility. Managed reference data must be made easily available to downstream systems, remote subscribers, or anyone interested in these data sets. Knowing that each system and each subscriber would prefer to access the reference data in a way that is most convenient to them, a flexible RDM solution must be able to expose the reference data in many different ways. This includes real-time channels such as JMS, on-demand access using SOAP or REST web services, on-demand access or scheduled deployment to flat files, xml files, or direct connections to remote databases. Each of those channels should also allow for retrieval of all data sets via lookups of specific entries. An interdependent factor to architecture is naturally performance. Making data available to numerous subscribers creates a need for an in-memory solution that enables the RDM hub to keep up with high SLA throughput and latency standards. OneData supports these accessibility and performance requirements via Terracotta — the de facto standard in Java caching technologies — with the option to upgrade to Terracotta BigMemory for larger scale and higher volumes.

5. Hierarchy Management Over Sets of Reference Data — With OneData, hierarchical structures can be leveled, self- or network-recursive, or have any parent-child type relationship. Software AG provides multiple ways to manage such hierarchies including: browsing/navigating via an applet-based hierarchy graphical viewer, linking individual hierarchy components together to form a "conceptual object" (e.g., to purge/restore/delete hierarchies), as well as managing time variance via "temporal objects" to implement "effective dates" and "expiration dates" (e.g., to allow users to query for hierarchies at a "point in time"),

6. Connectivity — It is vital that an RDM solution provide multiple, flexible means of connection to provide maximum "accessibility". Reference data must be made easily available to downstream application systems, remote subscribers, etc. Further, each consumer of RDM data must be able to access the data in a means and format that is most convenient to them. Therefore, RDM solutions must be able to expose the reference data in multiple, flexible diverse ways. OneData exposes RESTful Web Service links for each of its object types (conceptual, temporal, etc.). JDBC, JMS, and file based interfaces are also available for importing and exporting data to and from OneData. Also, via the MDM hubs' "remote object" capability, it can also manage data sets residing in other data hubs as noted previously.

Figure 2 - Overview of Software AG's webMethods OneData as an RDM Solution

STRENGTHS

1. ***Robust solution for centralized data governance, management, stewardship, & distribution of enterprise reference data***
2. ***Proven multi-domain RDM¹***
3. ***Deep cross-referencing/hierarchy capabilities with impact analysis lacking in MDM solutions***
4. ***Strong taxonomy support/mappings for public & private reference data***
5. ***Can ingest customer metadata models & UI wraps around model***
6. ***Model-driven ease of deployment, implementation, & use (integration with BPM for SOA & MDM deployment)***
7. ***Stable, deep pockets vendor²***

CAVEATS

1. ***Nascent market presence***
2. ***Shortage of knowledgeable consultancies***
3. ***SaaS capabilities not marketed***
4. ***Under invested in marketing***

(1) Allianz, Avon Products, Chubb Insurance, General Electric, Givaudan, Nokia, Parexel, Pepsico, SwissGrid, Wellpoint, ...
(2) 2012 est. revenue \$1.2B, 5K employees, 70 countries

Source: The MDM Institute

7. Import and Export — Software AG's MDM hub provides import and export of reference data in multiple formats, including JMS. For example, for inbound and outbound mappings from/to data definitions, sources and destinations such as flat files or databases as well as CSV and XML formats. Wizards guide the user through the process of mapping the import columns to the reference data set properties within the hub. Data can be imported into one object at a time ("data object" import) or into several objects at one time ("conceptual object" import). Data can also be imported manually through the Data Manager or scheduled via an Import Job Manager. The advantage of using the Import Job Manager is that a job can be saved and scheduled to run at a specified period of time. The export mechanisms in OneData use Distribution Jobs that provide a "push" mechanism to deploy data and content to subscribing external systems. Distribution Jobs can use multiple delivery mechanisms such as remote database updates, message queues, or files with FTP transfer options. Alternatively, any ETL tool can be used seamlessly with OneData. Reference data can be also "pulled" from the central repository in OneData using its generic API and Web Services functions.

8. Versioning Support — Versioning is required to effect end-to-end lifecycle management to manage changes to the reference data sets and mappings over time. With OneData's RDM approach, hierarchies are related to the version of the set that they are created against. This versioning support manages the lifecycle of a canonical set, the lifecycle of application-specific or local sets mapped to the canonical, and the lifecycle of the mappings themselves. Hierarchy management capabilities in OneData include functionality for maintenance, versioning, approval and release of hierarchy versions. This enables OneData business data stewards or SMEs to manage their data hierarchies — e.g., reference data, product bill of materials, sales territory structures, customer organization structures, business units, etc. — as "one version of truth" about these key enterprise business relationships. OneData also allows versions to be created of changes made for "what if" considerations, for analysis or comparison activities. Yet another versioning option is Archive Snapshot which enables creating a version of a particular data object related to its "as of" date and assigning the object as a temporal object -- resulting in each entry having an effective date and expiration date. This enables users to browse the object from an "as of a specific date" to obtain a historical view of the data.

9. Security and Access Control — Software AG's RDM solution provides robust role-based security. For example, with OneData CRUD access to a particular entity is controlled by the user's role, the group that the user is in, and related ownership of the entity, and the life-cycle state of the entity itself. This role-based authorization is configurable and integration with LDAP is supported. The OneData open data model enables the building and maintenance of custom categorizations via approval workflows and authorization schemes. Data authorization in OneData can be very granular — from object level to particular object attribute level (vertical) or based on data values itself (horizontal).

10. E2E Lifecycle Management — OneData supports formal governance of reference data, putting end-to-end lifecycle management of enterprise reference data in the hands of business users — reducing the burden on IT, and improving the overall quality of data used across the organization. The user interface is a role-based UI with built-in security, versioning, and review and approval lifecycle management. OneData's workflow module is a "state machine" which manages the end-to-end lifecycle of reference data. The workflow module facilitates a follow-up approval process once changes to values have been made. All data changes may be staged and routed through an automated approval process to ensure data governance policies are in effect...

Competitive Outlook

Competition for a multi-domain RDM product such as Software AG's includes:

- Custom-built, manual solutions
- Hierarchy management system adaptations
- Custom MDM domain type
- Multi-domain RDM
- Purpose-built or industry-specific RDM

Custom-Built, Manual Solutions — Many enterprises struggle with home-grown RDM using spreadsheets and other error-prone manual processes to manage to reference data sets and their relationships to each other. Just as customer-built CRM, ERP and MDM etc. have faded when commercial off-the-shelf solutions became widely available, so too will manual RDM solutions fall into disfavor. With custom-built or home-grown RDM solutions stewards have to rely on IT for changes to functionality and are unable to change the business rules relating to the reference data themselves.

Hierarchy Management System Adaptations — Organizations can attempt to use simple hierarchy management software, but such systems do not readily support publish-subscribe, classification mapping, etc. Examples include: Microsoft Master Data Services (MDS) or Oracle Hyperion Data Relationship Management (DRM). Many finance departments use tools such as Oracle DRM for financial hierarchies and attempt to apply these tools to hierarchies in human resource assets, location assets, etc. This approach has not proven enterprise-scalable in our experience. Because webMethods OneData is a multi-domain MDM hub, it is possible for it to handle both hierarchies for finance departments and other domains, as evidenced by their customers who are doing so. We believe Software AG is working on other add-ons to target hierarchy management in other solutions.

Custom MDM Domain Type — Both Informatica (Informatica MDM) and SAP (SAP NetWeaver MDM and SAP Master Data Governance CUSTOMER object) offer the capability for custom domains to be created and managed to implement reference data management. Reports from organizations that have gone this route indicate that it is not as easy to implement RDM as a custom domain type as these vendors promote. In multi-domain MDM solutions originally designed for managing customer data (e.g., Informatica MDM, formerly Siperian), organizations report lack of data modeling flexibility, rudimentary lifecycle management capabilities and limited data governance features, in particular around authoring, workflow and cross-temporal relationship management.

Multi-Domain RDM — Certain of the commercially available MDM products were architected with semantic layers on relational DBMS which provided flexibility in defining and managing multiple domain types (hence the name "multi-domain" or "multi-entity" MDM). While these products provide good flexibility and ease of use, the market feedback is that certain of these systems incur substantial processing overhead when attempting to scale into a large-scale enterprise solution. As an architectural/performance tuning option, certain of these RDM solutions (such as webMethods OneData) offer the ability to run parts or all of the RDM/MDM platform on a standard relational DBMS platform.

Purpose-Built or Industry-Specific RDM — Certain enterprises have used SAP's PIM solution as a consolidation type of RDM support. For example, consider SAP's "item master" with its staging areas and mini model for landing reference data which also includes simple workflows. There are also purpose-built RDM solutions which leverage the hierarchy management capabilities of a mainstream MDM platform such as Oracle MDM or IBM MDM — Oracle's Site Hub and Kingland Systems' Security Master are examples. Other organizations have attempted to manage look-up tables such as RDM data via an existing AssetControl, Eagle or GoldenSource real-time RDM by simplifying what features are used. The challenge in this scenario is that these premium priced real-time RDM solutions do not represent good economic sense.

Futures for Software AG's MDM Hub as an RDM Solution

It is our view that Software AG will continue to have success in large enterprises, continuing its momentum in the consumer packaged goods (CPG) and financial services industries. Software AG is also well positioned to address small-to-medium businesses (e.g., US\$500M to US\$1BM revenues) and departments of very large enterprises (for example, RDM for finance & accounting, RDM for human resources). Software AG has a strong vision and road map for RDM going forward given its investments in coordinating its BPM and MDM portfolios. Some of the key areas we believe Software AG should focus on include: improving integration with 3rd party business process management (BPM), adding enterprise content management (ECM) support for unstructured information, and providing a Cloud-based (Software-as-a-Service) RDM capability.

Currently, the webMethods OneData solution is focused on multi-domain reference data and other MDM domains that require strong governance due to complex cross-domain entity relationships (and the hierarchies entailed). In the future, there should be more functionality in supporting broader scope operational MDM use cases such as pre-packaged B2C customer data integration (CDI) and product information management (PIM) use cases. Organizations are also asking for improved impact analysis to understand the impact of an RDM change in one table to downstream consuming systems, as well as data lineage. Organizations also are increasingly asking for graph-style data visualization of the RDM relationships. Another area is integration with reference data consuming enterprise applications such as Oracle, SAP and other enterprise applications.

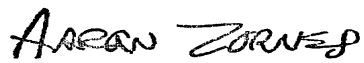
BOTTOM LINE

For the global 5000 enterprise (and increasingly the small-to-midsized business) approaching Reference Data Management, Software AG's MDM software can be deployed as a multi-domain RDM hub can provide lower TCO relative to the alternative of custom RDM frameworks (or re-purposing of more expensive, real-time RDM solutions). A key differentiating feature is the level of integration between Software AG's BPM and SOA capabilities which enable easy creation and maintenance workflows for an organization's reference data models. The model-driven architecture means webMethods OneData generates the required authoring screens, workflows and integration points directly from either the organization's reference data models or ones provided by Software AG.

While Software AG is a relatively small vendor in the MDM market (compared to mega MDM vendors such as IBM, Informatica, Oracle and SAP, et al), the company is a stable global software vendor (5K+ employees, US\$1.3B in revenues, 70+ countries, 40+ year old) that is executing well on its vision to integrate MDM with BPM. Moreover, **the RDM capabilities of webMethods OneData are attractive to large enterprises—particularly those with requirements to utilize their own reference data models.** One challenge for Software AG is that the company needs to invest further in marketing of its MDM and Data Governance capabilities in what is a market dominated by mega software vendors, yet still 50% open to industry-specific and application-specific MDM solutions such as reference data management.

Coming to market during 2012-13 are RDM solutions characterized by multiple, diverse levels of integration with market-dominant MDM hubs (IBM, Informatica, Oracle, SAP) as well as repackagings of existing mid-market MDM capabilities to address RDM business needs (e.g., Microsoft's RDM product for Microsoft Master Data Services and Oracle's ongoing sales campaign for Oracle Hyperion DRM, etc.). Software AG's MDM offering is in the vanguard of such products and is an excellent choice for RDM in enterprises ranging from SMB to Global 5000 size. Clearly, webMethods OneData has certain advantages in that it is architected (and proven) to support the management, stewardship, and distribution of an organization's reference data—as well as provide a solid platform for multi-domain MDM that in turn is well integrated with BPM.

See you at the next annual MDM & Data Governance Summit in your hemisphere where we will be hosting panels on "Best Practices in RDM" as well as providing industry-specific case studies and more on reference data management.



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About the MDM Institute

The MDM Institute is the world's leading research and advisory consultancy exclusively focused on master data management. As chief research officer, Aaron Zornes delivers the technology-related insight necessary for its clients to make the right decisions in their use of master data management (MDM), customer data integration (CDI), reference data management (RDM) and data governance solutions to achieve their customer-centric business goals. The MDM Institute provides authoritative, independent and relevant consulting advice to senior IT leaders in corporations and government agencies, to business leaders in high-tech enterprises and professional services firms, and to technology investors. The MDM Institute delivers its research and advice to more than 60,000 clients in 10,500 distinct enterprises via Twitter, Linked In, Xing, Google+ and email newsletters. Additionally, each year more than 2,000 paid delegates attend its MDM & Data Governance Summit conference series held in London, New York City, San Francisco, Singapore, Sydney, Tokyo and Toronto (now in its seventh year). Founded in 2004, the MDM Institute is headquartered in San Francisco and has clients primarily in North America, Europe and Asia-Pacific. For more information, visit <http://www.the-mdm-institute.com>.

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